

U.S. ARMY SERGEANTS MAJOR ACADEMY (PLDC)

L224

13 Aug 04

The Four Direct Leadership Skills

CHANGE SHEET 1

1. Synopsis. This change sheet corrects minor administrative errors in the L224, The Four Direct Leadership Skills Training Support Package.

2. Pen and ink changes: none.

3. Page change(s): Remove old pages and insert revised page(s) as indicated.

Remove Pages Insert Pages

1 thru 9

1 thru 9

4. Additional changes that need explaining: none.

5. File this sheet in front of the TSP for reference purposes.

6. Approval of change sheet.

Name/Signature	Rank	Position	Date
Karen M. Wilson	GS09	Training Specialist	
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TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	L224 / THE FOUR DIRECT LEADERSHIP SKILLS
Effective Date	01 Oct 2003
Supersedes TSP(s) / Lesson(s)	L201, Introduction to Army Leadership, Sep 99. C202, Effective Communications, Mar 00.
TSP Users	600-PLDC, Primary Leadership Development Course 600-PLDC (MOD), Primary Leadership Development Course (Modified)
Proponent	The proponent for this document is the Sergeants Major Academy.
Improvement Comments	<p>Users are invited to send comments and suggested improvements on DA Form 2028, <i>Recommended Changes to Publications and Blank Forms</i>. Completed forms, or equivalent response, will be mailed or attached to electronic e-mail and transmitted to:</p> <p style="text-align: center;">COMDT USASMA ATTN ATSS DCP BLDG 11291 BIGGS FIELD FT BLISS TX 79918-8002</p> <p style="text-align: center;">Telephone (Comm) (915) 568-8875 Telephone (DSN) 978-8875</p> <p style="text-align: center;">E-mail: atss-dcd@bliss.army.mil</p>
Security Clearance / Access	Unclassified
Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

PREFACE

Purpose

This Training Support Package provides the instructor with a standardized lesson plan for presenting instruction for:

Task Number**Task Title****Individual**

158-100-1110	Apply the Essential Elements of Army Leadership Doctrine to a Given Situation
158-100-1134	Resolve an Ethical Problem
158-100-1135	Apply Leadership Fundamentals to Create a Climate That Fosters Ethical Behavior
158-100-1140	Communicate Effectively in a Given Situation
158-100-1260	Counsel Subordinates

**This TSP
Contains**

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THE FOUR DIRECT LEADERSHIP SKILLS
L224 / Version 1
01 Oct 2003

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson	<u>Course Number</u>	<u>Version</u>	<u>Course Title</u>
	600-PLDC	1	Primary Leadership Development Course
	600-PLDC MOD	1	Primary Leadership Development Course (Modified)
Task(s) Taught(*) or Supported	<u>Task Number</u>	<u>Task Title</u>	
		<u>INDIVIDUAL</u>	
	158-100-1110 (*)	Apply the Essential Elements of Army Leadership Doctrine to a Given Situation	
	158-100-1134 (*)	Resolve an Ethical Problem	
	158-100-1135 (*)	Apply Leadership Fundamentals to Create a Climate that Fosters Ethical Behavior	
	158-100-1140 (*)	Communicate Effectively in a Given Situation	
	158-100-1260 (*)	Counsel Subordinates	
Reinforced Task(s)	<u>Task Number</u>	<u>Task Title</u>	
	None		
Academic Hours	The academic hours required to teach this lesson are as follows:		
		<u>Resident Hours/Methods</u>	
		3 hrs 10 mins / Conference / Discussion	
		40 mins / Practical Exercise (Performance)	
	Test	0 hrs	
	Test Review	0 hrs	
	Total Hours:	4 hrs	
Test Lesson Number	<u>Hours</u>	<u>Lesson No.</u>	
	Testing (to include test review)		N/A
Prerequisite Lesson(s)	<u>Lesson Number</u>	<u>Lesson Title</u>	
	L223	Human Dimension Role in Leadership Development	
Clearance Access	Security Level: Unclassified Requirements: There are no clearance or access requirements for the lesson.		
Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.		

References

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
FM 22-100	ARMY LEADERSHIP	31 Aug 1999	
TSP 158-C-1134	RESOLVE AN ETHICAL PROBLEM	01 Sep 1999	

Student Study Assignments

Before class--

- Read Student Handout 1, Appendix D, for reading and study assignments.

During class--

- Participate in classroom discussion.

After class--

- Turn in recoverable references after the examination for this lesson.

Instructor Requirements

1:8, SSG, PLDC graduate, ITC, and SGITC

Additional Support Personnel Requirements

<u>Name</u>	<u>Stu Ratio</u>	<u>Qty</u>	<u>Man Hours</u>
None			

Equipment Required for Instruction

<u>ID Name</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt</u>	<u>Qty</u>	<u>Exp</u>
6730-00-577-4813 SCREEN, PROJECTION	1:16	1:2	No	1	No
6730-00-P53-8147 Projector, Overhead	1:16	1:2	No	1	No
7110-00-132-6651 CHALKBOARD	1:16	1:2	No	1	Yes
7520-01-424-4867 EASEL, DISPLAY AND TRAINING	1:16	1:2	No	1	Yes
7530-00-619-8880 PAD, WRITING PAPER	1:16	1:2	No	1	Yes

* Before Id indicates a TADSS

Materials Required**Instructor Materials:**

- TSP.
- Copies of SH-2 for issue to students.

Student Materials:

- SH-1, Advance Sheet in Appendix D.
- Pen or pencil and writing paper.
- Any materials required by the NCOA's SOP.
- FM 22-100, Army Leadership (SH-3).

**Classroom,
Training Area,
and Range
Requirements**

CLASSROOM (40X40 PER 16 STUDENTS)

**Ammunition
Requirements**

<u>Id</u>	<u>Name</u>	<u>Exp</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt Qty</u>
None					

**Instructional
Guidance****NOTE:** Before presenting this lesson, instructors must thoroughly prepare by studying this lesson and identified reference material.

Before class--

- Read and study all TSP material and be ready to conduct the class.
- USASMA expects you to know the information in this TSP well enough to teach from it, not read from it.
- This TSP has questions throughout to check learning or generate discussion among the group. We expect you to add any questions you deem necessary to bring a point across to the group or expand on any matter discussed.

During class--

- Conduct the class in accordance with this TSP.

After class--

- Collect all recoverable materials after the examination for this lesson.

**Proponent
Lesson Plan
Approvals**

<u>Name</u>	<u>Rank</u>	<u>Position</u>	<u>Date</u>
/s/Curtiss W. Garner /t/Garner, Curtiss W.	GS09	Training Specialist	19 Jun 03
/s/Ronnie G. Barnes /t/Barnes, Ronnie G.	MSG	Course Chief, PLDC	19 Jun 03
/s/Ronnie G. Barnes /t/Lawson, Brian H.	SGM	Chief, NCOES	19 Jun 03
/s/Albert J. Mays /t/Mays, Albert J.	SGM	Chief, CDDD	20 Jun 03

SECTION II. INTRODUCTION

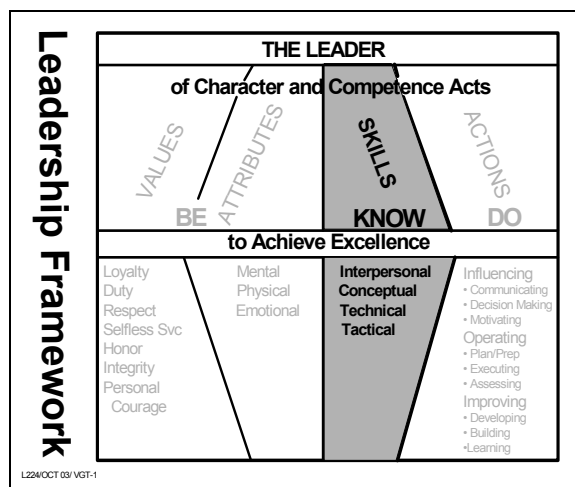
Method of Instruction: <u>Conference / Discussion</u>
Technique of Delivery: <u>Small Group Instruction (SGI)</u>
Instructor to Student Ratio is: <u>1:8</u>
Time of Instruction: <u>5 mins</u>
Media: <u>VGT-1</u>

Motivator

The first three lessons--L221, L222, and L223--covered the constants of leadership. They provided an overview on the leadership framework and focused primarily on what a leader must BE. This lesson and the one following, L225, The Three Direct Leadership Actions, examine what a direct leader must KNOW and DO. Note the distinction between a skill, knowing something, and an action, doing something. The reason for this distinction bears repeating: knowledge isn't enough. You can't be a leader until you apply what you know, until you act and DO what you must.

VGT-1 shows you where these skills are in the makeup of the Army's Leadership Framework.

SHOW VGT-1, LEADERSHIP FRAMEWORK



You are a direct leader, and you perform a huge array of actions in all kinds of places and under all kinds of conditions. The same principles, using the same skills, and performing the same actions, guide you regardless of the location,

**Motivator,
continued**

condition, or the mission. We are going to discuss the skills you must master and develop. These skills fall under four skills groups--interpersonal, conceptual, technical, and tactical.

REMOVE VGT-1**Terminal
Learning
Objective**

NOTE: Inform the students of the following Terminal Learning Objective requirements. At the completion of this lesson, you [the student] will:

Action:	Demonstrate the four direct leadership skills a leader must KNOW.
Conditions:	In a classroom environment, given a squad, a situational training exercise, and FM 22-100.
Standards:	Demonstrated the direct leadership skills a leader must KNOW by identifying and incorporating interpersonal, conceptual, technical and tactical skills to effectively lead a squad of soldiers IAW FM 22-100.

**Safety
Requirements**

None

**Risk
Assessment
Level**

Low

**Environmental
Considerations**

NOTE: It is the responsibility of all soldiers and DA civilians to protect the environment from damage.

None

Evaluation

- You will take a written examination. The examination will contain questions from this lesson. You must correctly answer 70 percent or more of the questions on the examination to receive a GO.
- You will participate in a group practical exercise (non-graded) for you to exercise your knowledge to resolve an ethical problem using the ethical-reasoning process.

NOTE:

- Inform the students where their examination will take place as posted on the training schedule and when they will receive feedback on the test. Include any retest information.
 - Inform the students that they must turn in all recoverable reference material after the examination.
-

**Instructional
Lead-In**

Since leadership is about people, it's not surprising to find interpersonal skills, some call them "people skills," (communicating, supervising, and counseling) at the top of the list of what you must know. You will also learn the conceptual skills (critical reasoning, creative thinking, ethical reasoning, and reflective thinking). Finally, you will learn the importance of your responsibilities in mastering technical and tactical skills to successfully lead and train soldiers. These four direct leadership skills--interpersonal, conceptual, technical, and tactical--are extremely important in your development as a warrior leader. How well you perform these skills is critical in developing your squad into a team in support of the warrior ethos. Your mastery of the four direct leadership skills will help develop your soldiers' warrior ethos and bring them all together as a team that is disciplined, physically and mentally tough, and trained and proficient in their tasks. They will follow you when called upon to deploy in order to engage and destroy and enemies of America.
